

City of Milpitas

ECONOMIC STRATEGY IMPLEMENTATION PLAN

No.	IMPLEMENTATION MEASURE	TIME FRAME	RESOURCES		EVALUATION MEASURES	PARTNERS
			ED Staff	Other		
GOAL 1: IMPROVE MILPITAS’ IMAGE AS A PLACE TO LIVE, WORK AND SHOP						
Objective 1A: Build and maintain an effective place branding strategy						
1.A1	Form Stakeholder Committee; create brand strategy	2005-06	Lead	\$100,000	Draft Strategy	EDC; City Manager's Office; Parks & Rec; Chamber of Commerce; Downtown Association; Arts/Historical Society; School Districts
1.A2	Refine economic development policies to be consistent with brand strategy	2006-07	Lead		Final strategy	
1.A3	Implement the brand strategy	2006 +	Lead	\$35,000	Marketing materials developed; benchmarks from Appendix D show improvement	
GOAL 2: IMPROVE RETAIL OPPORTUNITIES						
Objective 2A: Diversify mix of retailers within the Midtown area						
2.A1	Improve shopping environment through the Midtown Plan, Transit Area Plan and future long-range planning policies.	2005-10			Number of retailers in Midtown area; total retail sales in Midtown; retail sales per square foot.	City Planning Department and Redevelopment Agency
2.A2	Promote the City of Milpitas as a place to shop.	2006+	Lead		Campaign launch; increased retail sales in Midtown.	Chamber of Commerce; Downtown Business Assn.

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2.A3	Support Downtown Business Association activities	Ongoing	Lead		Increased retail sales in Midtown.	Downtown Business Assn.
Objective 2B: Expand the existing regional shopping opportunities in the area that includes the Great Mall						
2.B1	Create market-based vision through Transit Area Plan.	2005-06	Lead			City Planning Department and Redevelopment Agency
2.B2	Improve I-680 to I-880 corridor.	2005-10				Land owners; BART; VTA
2.B3	Coordinate land use planning with Great Mall owners; send economic strategy market data to Great Mall's owners; support Mall's efforts to increase up-scale retailers and restaurants there.	2005+	Lead		Retail sales per square foot	Land owners; Great Mall owner
Objective 2C: Increase demand for upscale retail						
2.C1	Conduct household retail survey to identify where residents currently shop, which competing retail centers they frequently visit, and what they would like to see more of in Milpitas.	2006	Lead	\$10,000	Retail sales per capita	
2.C2	Promote retail to existing and new workers and residents	2006+	Lead	included in Brand Strategy	Campaign launch; increased retail sales in Midtown; retail sales per capita.	Chamber of Commerce; Downtown Business Assn.; Great Mall owner.
2.C3	Enhance the market feasibility of upscale retail by expanding the supply and choice of executive level housing opportunities	2006+			Retail sales per capita; housing permits by value	Planning Commission; Redevelopment Agency

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GOAL 3: BALANCE HOUSING SUPPLY WITH DEMAND FOR HOUSING BY LOCAL WORKERS						
Objective 3A: Improve the balance of housing opportunities and job opportunities by increasing the percentage of Milpitas workers who live in Milpitas						
3.A1	Enhance the range of housing choices and neighborhoods including executive market-rate housing, through the implementation of the Housing Element and the Midtown Plan.	Ongoing			Housing units approved by cost category; percent affordable units built per year	City Planning Department and Redevelopment Agency
3.A2	Increase affordable, owner-occupied housing.	Ongoing			Home ownership rate	
GOAL 4: RETAIN AND SUPPORT THE SUCCESS OF EXISTING AND NEW BUSINESSES						
Objective 4A: Retain and expand existing Milpitas-based companies.						
4.A1	Business assistance clearinghouse	2006-07	Lead		Establish clearinghouse	SBDC
4.A2	Consider establishment of Business Improvement District (BID)	2007	Lead		Establish BID	Chamber of Commerce
4.A3	Consider establishment of HUB or Enterprise Zone	2007	Lead		Establish HUB or Enterprise Zone	
4.A4	Develop a business location incentive program that is flexible, depending on needs, and includes the use of existing vacant non-residential buildings	2007	Lead		Incentive program	
4.A5	Consider development of a facility that would attract nano-technology companies.	2007	Lead		Facility for nano-technology companies	IEEE Council of Northern California

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4.A6	Consider development of an energy-savings program to support installation of photovoltaic panels in existing non-residential buildings.	2008	Lead		Energy-savings incentive program	California Energy Commission
4.A7	Develop and implement a business retention program	2006	Lead		Business retention program	Joint Venture: Silicon Valley
4.A8	Consider a process to identify and update streamlined planning and permit processes to keep pace with the challenges of new and emerging technologies to develop competitive advantages for future business development in Milpitas.	2006	Lead		Streamlined planning and permit review process	Joint Venture: Silicon Valley

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GOAL 5: IMPROVE EMPLOYABILITY OF LOCAL RESIDENTS						
Objective 5A: Consider the establishment of a career center that would help match local workers with local jobs.						
5.A1	Coordinate existing state and local agencies and others to provide comprehensive job and training referral services.	2006	Lead		Establish center; reduced unemployment rate	NOVA; State EDD; Community Colleges, County, training organizations.
Objective 5B: Consider the establishment of specialized training centers that support local jobs.						
5.B1	Encourage the integration of job training and skill enhancement centers into public and private facilities in the City.	2007-08	Lead		Establish center; reduced unemployment rate; increased percentage of residents working in Milpitas	Community Colleges; NOVA; State EDD; training organizations.
5.B2	Coordinate services to help employers find training resources to ensure an adequate supply of skilled workers and ready access for Milpitas residents to local job opportunities.	2006+	Lead		Reduced unemployment rate; increased percentage of residents working in Milpitas	NOVA; State EDD; Community Colleges; training organizations.

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Objective 5C: Increase entrepreneurial participation among City residents.						
5.C1	Promote entrepreneurship training opportunities through the local SBDC and private business education institutions. Work with the Entrepreneur Center in San Jose to offer entrepreneurship training	2006 +	Lead		Number of businesses based in city	SBDC; education institutions.
5.C2	Continue to support and encourage home occupancy businesses	Ongoing	Lead		Increased home occupancy businesses.	City Planning Department
Objective 5D: Improve Milpitas students' preparation for tomorrow's careers and life-long-learning needs						
5.D1	Support the Milpitas Unified School District's efforts to increase the number and percent of high school students completing coursework beyond what is required for high school graduation, especially in math and science.	Ongoing			Percent of graduating seniors who have completed course requirements for entrance to UC/CSU	Milpitas Unified School District (MUSD)
5.D2	Institute job shadowing and school-to-career programs at the elementary and junior-high school grades.	Ongoing			Percent of graduating seniors who have completed course requirements for entrance to UC/CSU	MUSD; Chamber of Commerce; Milpitas-based high tech corporations

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GOAL 6: DIVERSIFY MILPITAS' ECONOMIC BASE						
Objective 6A: Attract new businesses to Milpitas						
6.A1	Develop well-targeted marketing campaign to attract businesses with strong potential	2007	Lead		Employment by industry	Chamber of Commerce
6.A2	Explore opportunities to support incubator programs for emerging businesses	2007	Lead		New job growth; new establishments	Chamber of Commerce
Objective 6B: Increase the supply of Class A professional office space						
6.B1	Apply appropriate zoning to key locations; advertise available lots suitable for Class A office space development	2005-07			Apply appropriate zoning	City Planning Department
6.B2	Work with real estate industry to update inventory of Class A office space and advertise opportunities for development.	2005-07	Lead		Inventory of Class A office space increases; number of professional/ technical jobs increases	Downtown Business Assoc.; Developers
Total Funds Required for Special Studies or Campaigns:				\$145,000		

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City Staffing Required to Implement the Economic Strategy						
Economic Development Manager		2005 +		\$165,321 annually	Approved by City Council	
Assign .25 FTE Management Analyst and .25FTE Admin.		2005 +		unknown	This item has not been requested from the City Council	
Monitoring Performance						
Annually review program performance. Update Economic Strategic Plan as needed.		2008	Lead		Update benchmarks and evaluation measures annually	